



# THE ROCKEFELLER UNIVERSITY

1230 YORK AVENUE · NEW YORK, NEW YORK 10021

Sept. 27, 1978

## MEMORANDUM

To: Dr. Joshua Lederberg  
From: Patrick J. Garvey  
Subject: The Upjohn Company

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The Upjohn Company is a worldwide research-based manufacturer and marketer of pharmaceuticals, medical services, chemicals, seeds and agricultural specialties. In 1977 it ranked 217 in the Fortune 500 list of major corporations with sales of \$1.1 billion. Its corporate headquarters are located in Kalamazoo, Michigan and it is now in its ninety-second year of continuous operation.

Upjohn has three major business segments: Human Health Care (the largest segment which includes its Pharmaceutical Division, Laboratory Division, and Homemakers Division), Chemicals, and Agriculture. Its R & D operation is under the Human Health Care segment and the Company claims that it has "a unique research and development operation" that uses a multi-discipline approach to research. Its product research focuses on seven major areas: central nervous system diseases; cardiovascular diseases; diabetes and atherosclerosis; infectious diseases; fertility; hypersensitivity diseases and cancer.

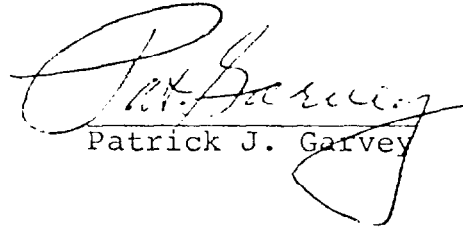
The seven product research areas develop medicines for the markets they have chosen to pursue and each area has its own complement of chemists, biochemists, biologists, and physicians. The multidisciplinary team works together with specific products for a specific area as their goal. The Company also states it gives equal emphasis to its experimental biology, chemistry, and medical research teams which work at the level of fundamental science. Upjohn sees itself as a current leader in the area of corticosteroids, antibiotics, and anti-diabetes medicines.

The Company has not been a contributor to the University nor does its philanthropic activities receive any mention in its current annual report or in any sources immediately available to us. We have a record of only two grants by the Company and both of them were made in 1974 - \$15,045 to the Downstate Medical College and \$500,000 to Brown University to establish the "Upjohn Fund" in physiological pharmacology. (It should be noted that Dr. Donald F. Hornig, an Upjohn outside director who is now Director of Interdisciplinary Programs in Public Health at Harvard, was then President of Brown.)

Memorandum  
Upjohn Company

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The Company's Chief Executive is Ray T. Parfet, Jr., its Chairman, who has led the Company since 1961. He has been with the Company in a variety of positions since 1947 when he graduated from the University of Michigan. Dick Furlaud probably knows him, but feels that William Hubbard as an M.D. is the one who should be invited to the Pharmaceutical Leaders Dinner to be hosted by DR and you. In May of this year Dr. Theodore Cooper, Dean of Cornell Medical College, was elected a Director. We have no other known contacts with the Company.

  
Patrick J. Garvey

cc: R. F. Carmichael  
B. W. Dress  
R. W. Nichols